



ESPYR
IMAGINE. ACHIEVE. CONQUER.

Managing Change Workbook

Exercise 1 – Personal Change: The Social Readjustment Rating Scale

For each major event you've experienced during the past 12 months, write the Average Value in the *My Score* column. If you have experienced any event more than once in the last 12 months, double its value. Add all the values in the My Score Column for the Total Score.

Event	Average Value	My Score
Death of a spouse	86	_____
Trouble with superiors at work	30	_____
Trouble with other people at work	26	_____
Divorce or marital separation	70	_____
Death of close friend or family member	60	_____
Marriage or marital reconciliation	50	_____
Changes in hours or working conditions	31	_____
Minor law violation (traffic tickets, etc.)	34	_____
Pregnancy (self or spouse)	49	_____
Quarrel with neighbors	26	_____
Involvement in a fight outside the home	38	_____
Increase in number of arguments with spouse	43	_____
Increase in arguments or problems with other family (children or in-laws)	40	_____
Problems with alcohol or drugs	59	_____
Arrest or charge for serious offense	75	_____
Disciplinary action at work	34	_____
Financial problems or debts	40	_____
Serious sickness or injury	59	_____
Serious health problem of close family member	40	_____
Sex difficulties	57	_____
Move to new neighborhood or town	40	_____
Child in trouble at school or with the law	49	_____
Change in number of family get-togethers	20	_____
Change in sleeping habits	25	_____
Major change in type or amount of recreation	27	_____
Separation from spouse due to work or travel	41	_____
Poor work fitness report or evaluation	31	_____
New baby	43	_____
Children in home under age 3	30	_____
Total Score:		_____

Scoring the Scale

The Social Readjustment Rating Scale helps show the relationship between major life-change events and your physical health. In the table below, the percentage represents your chance of having a health change serious enough to require hospitalization within the next 24 months.

Score	%
Less than 150	10
150-199	37
200-299	50
300-399	80

Exercise 2 - Then and Now

Write below how things used to be and what they are like now.

	Then	Now
<i>What it takes to succeed</i>		
<i>How it is to work here</i>		
<i>How the future looks</i>		
<i>Job security</i>		

Notes

This image shows a full page of white paper with horizontal black lines, resembling notebook paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Exercise 3 - Thinking Back

Thinking about previous changes can help prepare for future change. Consider a recent major change, then answer the following questions to learn about the change process and your response to change.

1. When this change first occurred, what happened to you? What did you say to yourself?

2. After your initial reaction, a few days or weeks later in the change process, what happened next? What did you do? How did you feel?

3. Later in the change process, how did you know that you were getting through it? What did you do?

4. Later still, how did you know that you were completely back on track again? What did you do? What did you feel?

5. What did you need to learn to manage the change?

Change Behaviors

Summarize the change behaviors that have been non-productive and those that have been productive and helpful below.

<i>Non-Productive Behaviors</i>	<i>Productive Behaviors</i>

Exercise 4 - Denial Exercise

Denial Change Management Strategies

Check two strategies you prefer:

- ☐ Recognize and accept your need to deny. Don't overwhelm yourself.
- ☐ Take time to experience and understand your thoughts and feelings.
- ☐ Seek information. Ask questions. Pay attention to news.
- ☐ Accept the fact that change is coming.
- ☐ Think realistically about the future.
- ☐ Don't stick your head in the sand.

1. Why am I avoiding the change?

2. What specifically am I afraid of?

3. What information do I need to understand the change?

4. What's the worst thing that can happen?

Notes

Exercise 5 - Resistance Exercise

Resistance Change Management Strategies

Check two strategies you prefer:

- ☐ Don't get stuck in anger. Recognize that you may be looking for excuses.
- ☐ Take care of yourself. Accidents and illness increase during resistance.
- ☐ Let go. Find a way to say good-bye to the past. Don't retreat into Denial.
- ☐ Identify the reasons for resistance and find other ways of coping.
- ☐ Find out the reasons for change and look for positive challenges.
- ☐ Don't burn your bridges or say things you may regret.

1. Identify and counter limiting thoughts.

2. Who makes you feel better (more informed, understood, less alone)?

3. Who makes you feel worse (discourage, pessimistic, worried)?

4. What gets in the way of talking and reaching out to others?

Notes

Exercise 6 - Exploration Exercise

Exploration Change Management Strategies

Check two strategies you prefer:

- ☐ Avoid being scattered by setting priorities and managing your time.
- ☐ Recognize that it is normal at first to slip in and out of resistance.
- ☐ Take advantage of the opportunities in a changing organization.
- ☐ Take full advantage of the energy that comes with exploration.
- ☐ Don't seek perfect solutions, accept temporary measures.
- ☐ Avoid wheel-spinning over things you can't control.
- ☐ Don't throw out the baby with the bath water.

1. Visualize your future after the changes and where you want to be.

2. What training opportunities should you take advantage of?

3. How can you profit from the energy and ideas of other?

Notes

Exercise 7 - Commitment Exercise

Commitment Change Management Strategies

Check two strategies you prefer:

- ☐ See what you can learn about yourself from what you've been through.
- ☐ This is the ideal time for team-building and working together.
- ☐ Take time to consolidate growth and celebrate your success.
- ☐ Avoid the let down that may follow your accomplishments.
- ☐ Take advantage of your independence and confidence.
- ☐ Commitment is a time for growth not just survival.
- ☐ Set new and more challenging goals.

1. What do you need to keep doing to sustain your success?

2. What do you need to do to avoid a return to a previous stage?

3. What will help you with the next change?

4. How can you celebrate and reward yourself for your accomplishments?

Notes

Exercise 8 - Change Hardiness Self-Test

Check all of the following that are generally true for you. (Any characteristic with fewer than two checks should receive additional attention.)

Commitment:

- ☐ I'm looking forward to mastering the change.
 - ☐ I'm committed to change and growth with this organization.
 - ☐ I have a sense of the meaning and purpose for what I do.

Challenge:

- ☐ I am excited and energized by new projects and change.
- ☐ I seek and look forward to new opportunities.
- ☐ I take on projects which stretch my abilities.

Connection:

- ☐ I seek out other people when I have a problem or difficulty.
- ☐ I try to give as much as I get from other people.
- ☐ I try to learn as much as I can from those around me.

Control:

- ☐ I decide what I can do something about and don't get frustrated about what I can't do.
 - ☐ I recognize the best approach is to do my best to meet challenges.
 - ☐ I look for new ways to get the job done.

Notes

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slightly textured appearance and is set against a dark background.

Exercise 9 - Accomplishments/Challenges Exercise

Past.

Accomplishments

Future

Challenges

Notes

Exercise 10 - Support Network

Which is more characteristic of your behavior when experiencing change?

- ☐ Reach out and connect
- ☐ Withdraw and isolate

List anything that may get in the way of your reaching out: _____

What would make it easier? _____

We derive strength and resources from those around us. Different people can meet different needs. Family, friends, and co-workers are all able to meet different needs; but, no one person can meet them all. Below, list those to whom you turn for different support issues, and check any categories that may need some increased work.

☐ When I have a problem:

☐ When I want to socialize:

☐ When I want to be challenged:

☐ When I want acceptance and approval:

☐ When I want good advice:

☐ When I want to learn something new:

☐ When I want to feel better about myself:

☐ When I want to learn what's going on:

Notes

Exercise 11 - Personal Power Grid

For a recent change, indicate the actions you need to take (or stop) in each of the four areas.

	Can Control	Cannot Control	
Action	Mastery <hr/> <hr/> <hr/> <hr/> <hr/>	Wheel Spinning <hr/> <hr/> <hr/> <hr/> <hr/>	
	<i>Risk Zone</i>		
	Giving Up <hr/> <hr/> <hr/> <hr/> <hr/>	Letting Go <hr/> <hr/> <hr/> <hr/> <hr/>	
	No Action		

Notes

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Exercise 12 - Change Management Summary

The change I need to manage is: _____

Pick two change management strategies below and decide on one specific step you will commit to take for each strategy.

Commitment to change: _____

Challenging attitudes: _____

Connection, reaching out: _____

Take control: _____

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or through our website at www.espyr.com.
Log in using our password: **OneEPA***